



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



Ed
MEMORANDUM FOR ~~MANAGER~~ MANAGER, LOS ALAMOS SITE OFFICE

FROM: Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT: APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached *LASO Site Office Action Plan for Improving Activity Level Work Planning and Control Processes* dated February 3, 2006. The action plan is consistent with the direction provided in my January 23, 2006, memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of Los Alamos Site Office and Los Alamos National Laboratory personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR-1



memorandum

National Nuclear Security Administration
Los Alamos Site Office
Los Alamos, New Mexico 87544

DATE: FEB 03 2006
REPLY TO: S&H:8FB-002
ATTN OF:
SUBJECT: LASO Site Office Action Plan For Improving Activity Level Work Planning and Control Processes

TO: Thomas D'Agostino, Acting Deputy Director for Defense Programs, NA-10, HQ/FORS

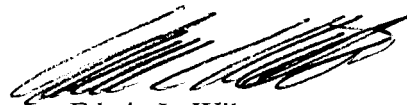
Attached is the LASO Site Office Action Plan for improving activity level work planning and control processes required by commitment 23 of the Implementation Plan for Defense Nuclear Facilities Safety Board recommendation 2004-1, *Oversight of Complex, High-Hazard Nuclear Operations*.

This plan addresses the overall intent of the required actions as outlined in the NA-10 memorandum dated January 23, 2006 and as modified during a conference call on January 19, 2006 (deletion of action to implement the Safety Oversight CRAD on work control).

It should be noted that the required actions have been modified to allow a comprehensive review of the currently identified activity level work control deficiencies from recent internal and external assessments and to incorporate the results of this review into the overall action plan. Additionally, the timing and scope of the actions have been developed in order to minimize the potential impact to higher priority LANL contract transition activities and to ensure the actions taken are supported by the new management and operating contractor to assume leadership on June 1, 2006.

Actions scheduled through May 31, 2006 have been concurred with by UC-LANL. Actions scheduled after that date are under review with LANS as part of the contract transition process.

If you have any questions concerning the action plans, please contact Fred Bell at (505) 665-4856 or myself at (505) 667-5105.



Edwin L. Wilmot
Manager

cc w/attachments:
J. Paul, NA-2, HQ/FORS
F. Russo, NA-3.6, HQ/FORS

FEB 03 2006

J. McConnell, NA-1, HQ/FORS
J. Lorence, DR-1, HQ/FORS
R. Kendall, NA-124, HQ/GTN
G. Schlapper, S&H, LASO
F. Bell, S&H, LASO
K. Keilholtz, OFO, LASO
C. Keilers, DNFSB, LASO
R. Kuckuck, DIR, LANL, MS-A100
D. Cobb, DIR, LANL, MS-A100
B. Stine, ADTS, LANL, MS-A104
T. Gioconda, ADA, LANL, MS-A108
B. Hargis, HSR-DO, LANL, MS-K491
D. Winchell, PS-2, LANL, MS-C347

**NNSA LASO Site Office and Los Alamos National Laboratory Action Plan
for Improving Activity Level Work Planning and Control Processes
DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23**

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	April 5, 2006	Fred Bell	B. Stine, ADTS
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	April 5, 2006	Fred Bell	B. Stine, ADTS
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 5, 2006	Fred Bell	B. Stine, ADTS
3b	Evaluate existing external and internal assessments, DOE accident investigations, Contractor accident investigations, and other existing reviews for identified work control deficiencies. Actions 1, 2, and 3b will be performed concurrently. (Action 3b from Attachment 4 of the guidance document.)	April 5, 2006	Fred Bell	B. Stine, ADTS
3c	Complete a causal analysis of the identified deficiencies from the existing document reviews from actions 1, 2, and 3b.	April 5, 2006	Fred Bell	B. Stine, ADTS
3d	Identify any high-risk deficiencies where compensatory measures must be implemented.	April 5, 2006	Fred Bell	B. Stine, ADTS
3e	Develop and implement compensatory measures for high-risk deficiencies.	May 31, 2006	Fred Bell	B. Stine, ADTS
3f	Complete a first assessment using the Appendix B CRAD by incorporating the CRAD into the planned Audit and Assessments Work control assessment scheduled for March 2006. (Action 3c from Attachment 4 of the guidance document.)	May 31, 2006	Fred Bell	B. Stine, ADTS

3g	<p>UC-LANL prepare a work control improvement transition plan for LANS that includes:</p> <ul style="list-style-type: none"> • The Work Control Program Description. • A list of recent assessments completed (and evaluated above). • The analysis of the assessment results including individual findings and root causes. • Compensatory measures implemented. • The recommended path forward with proposed corrective actions. • The specific actions and schedule recommended to complete actions 4, 5, and 6 of this plan. 	May 31, 2006	Fred Bell	B. Stine, ADTS
3h	LANS develop and approve a work control improvement corrective action plan to address the information from the transition plan.	June 26, 2006	Fred Bell	TBD
3i	LASO review and concur with the LANS action plan.	July 26, 2006	Fred Bell	TBD
3j	LASO verify implementation of compensatory measures.	June 30, 2006	Fred Bell	TBD
3k	LANS develop a schedule for performing work control assessments such that a broad range of facilities are assessed during FY2007. (Action 3d from Attachment 4 of the guidance document.)	September 26, 2006	Fred Bell	TBD
3l	LASO incorporate work control assessments into the annual assessment plan for FY07	September 29, 2006	Fred Bell	TBD
3m	LASO incorporate LANS action plan into the Performance Evaluation Plan/Oversight Plan	September 30, 2006	Fred Bell	TBD
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified.	April 30, 2007	Fred Bell	TBD
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> .	April 30, 2007	Fred Bell	TBD
6	LANS document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	April 30, 2007	Fred Bell	TBD
6a	LASO document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified in LASO ISM system description.	April 30, 2007	Fred Bell	TBD



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR MANAGER, LIVERMORE SITE OFFICE

FROM:

Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT:

APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached Livermore Site Office (LSO) Action Plan, *Improving Activity Level Work Planning & Control Processes Action Plan for Defense Nuclear Facilities Safety Board Recommendation 2004-1, Commitment # 23*, dated February 7, 2006. The action plan is consistent with the direction provided in my January 23, 2006, memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of Livermore Site Office and Lawrence Livermore National Laboratory personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR





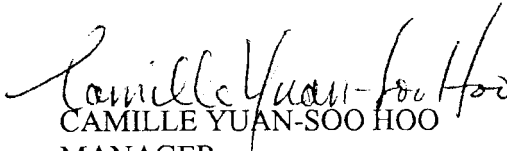
Department of Energy
National Nuclear Security Administration
Livermore Site Office
PO Box 808, L-293
7000 East Avenue
Livermore, California 94551-0808



FEB 07 2006

MEMORANDUM FOR THOMAS P. D'AGOSTINO
ASSISTANT DEPUTY ADMISTRATOR
FOR PROGRAM INTEGRATION

FROM:


CAMILLE YUAN-SOO HOO
MANAGER

SUBJECT: Improving Activity Level Work Planning & Control Processes
Action Plan for Defense Nuclear Facilities Safety Board
Recommendation 2004-1, Commitment # 23
(Doc. # LSOAMTS:060018)

REFERENCES:

- 1) Memorandum from D'Agostino to Site Office Managers,
*Revitalizing Integrated Safety Management; Site Office Action
Plans for Improving Activity Level Work Planning and Control
Processes*, dated January 23, 2006
- 2) Email from Rick Kendall to Distribution, *DNFSB
Commitment 23 Template*, dated January 24, 2006

Attached for your review, please find the Livermore Site Office Action Plan for Commitment # 23 of the DNFSB Recommendation 2004-1 Implementation Plan, as requested in reference 1. The Site Assessment Report and Site Implementation Plan follow the template distributed in reference 2.

If you have any questions, please contact Mr. Ed Ballard of my staff at (925) 423-3020.

Attachment:

NNSA Livermore Site Office Action Plan for Improving Activity Level Work Planning and Control Processes, DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23

Thomas D' Agostino

2

cc (w/ attachment):

Rick Kendall, NA-124

Wayne Shotts, LLNL, L-001

Bill Bookless, LLNL, L-668

Rex Beach, LLNL, L-470

Dawn Roarty, LLNL, L-455

Anita Gursahani, LLNL, L-657

Connie De Grange, LLNL, L-668

**NNSA Livermore Site Office Action Plan
for Improving Activity Level Work Planning and Control Processes
DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23**

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the “attributes” from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	April 30, 2006	Ed Ballard	Rex Beach
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	July 31, 2006	Ed Ballard	Rex Beach
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 30, 2006	Ed Ballard	Connie De Grange
3b	Complete first assessment using the Appendix B CRAD;	April 30, 2006	Ed Ballard	Bill Bookless
3c	Complete second assessment using the Appendix B CRAD;	July 31, 2006	Ed Ballard	Bill Bookless
3d	Determine remaining assessments to be conducted for the year and develop schedule for performing the assessments;	August 31, 2006	Ed Ballard	Leland Younker, Acting
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	August 31, 2006	Ed Ballard	Dawn Roarty
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor, in accordance with the criteria/expectations defined in Attachment 3, <i>ISM – Management on the Floor Interaction with Workers</i> ;	September 30, 2006	Ed Ballard	Rex Beach
6	Document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	January 31, 2007	Ed Ballard	Anita Gursahani



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



Rathy
MEMORANDUM FOR MANAGER, NEVADA SITE OFFICE

FROM:

Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT:

APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached Nevada Site Office Action Plan, *National Nuclear Security Administration Nevada Site Office (NNSA/NSO) Action Plan for Improving Activity Level Work Planning and Control Processes*, dated February 6, 2006. The action plan is consistent with the direction provided in my January 23, 2006 memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of Nevada Site Office and Bechtel Nevada personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR-1





Department of Energy
National Nuclear Security Administration
Nevada Site Office
P.O. Box 98518
Las Vegas, NV 89193-8518



FEB 6 2006

Thomas P. D'Agostino, Assistant Deputy Administrator for Program Integration, NNSA/HQ
(NA-13) FORS

NATIONAL NUCLEAR SECURITY ADMINISTRATION NEVADA SITE OFFICE
(NNSA/NSO) ACTION PLAN FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

Reference: Memo, D'Agostino to Site Office Managers, dtd 1/23/06

The above-referenced memorandum directed site office managers to develop and approve a site office action plan for improving activity level work planning and control processes at their sites, and to submit the plan for approval by February 4, 2006.

This memorandum provides the NNSA/NSO Action Plan for review and approval by NA-10. This plan has been developed consistent with the guidelines provided in the January 23, 2006, memorandum. As directed, each action identified provides target completion dates and identifies responsible site office and contractor points of contact for completion. An NNSA/NSO process to complete actions 1 and 2 at mission critical facilities was implemented on October 1, 2005, and is ongoing. All actions are scheduled for completion by April 2007.

If you have any questions or require additional information, please contact me at (702) 295-3211 or W. Don Seaborg at (702) 295-4752.

Kathleen A. Carlson
Manager

AMSO:WDS-6068

Enclosure:
As stated

cc w/encls:

J. E. Powell, BN, Las Vegas, NV
M. D. Ebert, WSI, Las Vegas, NV
T. D. Taylor, SNJV, Las Vegas, NV
Michael Kasper, CMI, Las Vegas, NV
David Shafer, DRI, Las Vegas, NV
B. K. Thompson, USGS, Las Vegas, NV
R. L. Higgs, LLNL, Mercury, NV
Raffi Papazian, LANL, Mercury, NV
D. R. Bozman, SNL, Mercury, NV
M. A. Hunemuller, DMGR, NNSA/NSO, Las Vegas, NV
D. D. Monette, AMNS, NNSA/NSO, Las Vegas, NV
R. L. Phifer, AMSS, NNSA/NSO, Las Vegas, NV
R. T. Brock, AMSP, NNSA/NSO, Las Vegas, NV
S. A. Mellington, AMEM, NNSA/NSO, Las Vegas, NV
S. J. Lawrence, AMSO, NNSA/NSO, Las Vegas, NV
A. D. Marks, O/MGR, NNSA/NSO, Las Vegas, NV
W. C. Suiter, O/AMNS, NNSA/NSO, Las Vegas, NV
W. D. Seaborg, O/AMSO, NNSA/NSO, Las Vegas, NV

**NNSA Nevada Site Office Action Plan
for Improving Activity Level Work Planning and Control Processes
DNFSB Recommendation 2004-1 Implementation Plan Commitment #23
01/31/06**

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor/Agency
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	NSO reviews are ongoing for mission critical facilities; June 30, 2006 (to complete gap analysis and CAP)	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	NSO reviews are ongoing for mission critical facilities; June 30, 2006 (to identify OFI and develop actions)	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 30, 2006	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various

3b	Complete first assessment using the Appendix B CRAD.	April 30, 2006	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
3c	Complete second assessment using the Appendix B CRAD.	July 31, 2006	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
3d	Determine remaining assessments to be conducted for the year and develop schedule for performing the assessments.	September 30, 2006	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	April 30, 2006	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various

5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> ;	December 31, 2006	OMGR (Hunemuller)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various
6	Document how the above actions will flowdown to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	February 28, 2007	OGA: AMNS (Suiter) All others: AMSO (Lawrence)	BN: D. Pool LLNL: D. Felske LANL: J. Lewis SNL: L. Salgado WSI: R. Shook SNJV: R. Moore CMI: M. Kasper DRI: D. Schaeffer USGS: B. Thompson OGA: Various




Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR ^{Dae}MANAGER, PANTEX SITE OFFICE

FROM:

Thomas P. D'Agostino 
Deputy Administrator
for Defense Programs

SUBJECT:

APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached Pantex Site Office (PXSO) Action Plan, *Work Planning and Control Site Action Plan for Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 2004-1, Commitment 23*, dated February 3, 2006. The action plan is consistent with the direction provided in my January 23, 2006 memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of PXSO and BWXT Pantex personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR-1





Department of Energy
National Nuclear Security Administration
Pantex Site Office
P. O. Box 30030
Amarillo, TX 79120



FEB - 3 2006

MEMORANDUM FOR: Thomas P. D'Agostino, Assistant Deputy Administrator for
Program Integration, NA-13

FROM:


Daniel E. Glenn, Manager, PXSO

SUBJECT: Work Planning and Control Site Action plan for Defense Nuclear
Facilities Safety Board (DNFSB) Recommendation 2004-1,
Commitment 23

REFERENCE: HQ memo, same subject as above, D'Agostino/NNSA Site Office
Managers, dated January 23, 2006

The referenced memorandum tasked each site to develop Site Office Action Plans for improving activity level work planning and control processes. This action is in response to DNFSB Recommendation 2004-1, specifically Commitment 23 in the DOE Implementation Plan. Attached is the Pantex Site Office Action Plan for Improving Activity Level Work Planning and Control Processes. If you have any questions, please contact Elisha Demerson at (806) 477-3144.

Attachment

cc w/attachment:

E. Demerson, PXSO, 12-36A
J. Johnson, PXSO, 12-36A
R. Caummisar, PXSO, 12-36A
M. Reaka, PXSO, ESS, 12-36A
B. Mairson, BWXT, 12-69B

NNSA Pantex Site Office Action Plan
for Improving Activity Level Work Planning and Control Processes
DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	31 MAR 2006	Elisha Demerson	W. Mairson
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	30 APR 2006	Elisha Demerson	W. Mairson
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	30 APR 2006	Elisha Demerson	W. Mairson J. Woolery
3b	Complete first assessment using the Appendix B CRAD.	30 APR 2006	Elisha Demerson	W. Mairson J. Woolery
3c	Complete second assessment using the Appendix B CRAD.	31 JUL 2006	Elisha Demerson	W. Mairson J. Woolery
3d	Determine remaining assessments to be conducted for the year and develop schedule for performing the assessments.	31 AUG 2006	Elisha Demerson	W. Mairson J. Woolery
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> ,* or for those work planners who are not qualified, identify dates by which they will be qualified;**	*30 May 2006 **30 SEP 2007	Jerry Johnson	W. Mairson G. Pool J. Woolery
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> ;	31 MAR 2007	Elisha Demerson	W. Mairson J. Woolery
6	Document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	31 MAR 2007	Elisha Demerson	W. Mairson R. Flodman M. Knight



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR MANAGER, SANDIA SITE OFFICE

FROM: Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT: APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached Sandia Site Office Action Plan, *Submittal of the Sandia Site Office (SSO) Action Plan for the Defense Nuclear Facilities Safety Board Recommendation 2004-1 Implementation Plan (Commitment 23)*, received by facsimile on February 8, 2006. The action plan is consistent with the direction provided in my January 23, 2006, memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of SSO and Sandia National Laboratory personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:
J. Paul, NA-2
F. Russo, NA-3.6
E. Blackwood, EH-21
D. Compton, DR-1



**National Nuclear Security Administration**

Sandia Site Office

P.O. Box 5400

Albuquerque, New Mexico 87185-5400



MEMORANDUM FOR: Thomas P. D'Agostino, Deputy Administrator for Defense Programs, NA-13/HQ, FORS

FROM: Patty Wagner, Manager *Patty Wagner*

SUBJECT: Submittal of the Sandia Site Office (SSO) Action Plan for the Defense Nuclear Facilities Safety Board Recommendation 2004-1 Implementation Plan (Commitment 23)

Attached is the SSO Action Plan for improving activity level work planning and control processes required by the Commitment 23 of the Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 2004-1, *Oversight of Complex, High-Hazard Nuclear Operations*.

This Action Plan has been coordinated with management and staff from Sandia National Laboratories/New Mexico (SNL/NM) and our SSO subject matter experts. This plan encompasses all work performed at SNL/NM and not just activities at the nuclear facilities. SNL/NM is currently initiating a single integrated work plan process that will address the desired elements within this action plan by the planned completion dates.

If you have any questions, please contact me at (505) 845-6036 or Ken Zamora, the SSO Assistant Manager for Oversight and Assessment, at (505) 845-6869.

Attachment

cc w/ attachment:

R. Kendall, NA-124/HQ, GTN
P. Newman, SNL/NM 10300, MS-0342
J. Polito, SNL/NM 10700, MS-0130
S. Pickering, SNL/NM 10740, MS-0918
R. Simonton, SNL/NM 10004, MS-0140
A. Bendure, SNL/NM 10312, MS-0890
B. Boyle, SNL/NM 10743, MS-1024
N. Linarez-Royce, SNL/NM 10314, MS-1037
K. Davis, SSO
D. Brunell, SSO
K. Zamora, SSO/AMOA
G. Schmidtke, SSO/OA
D. Dilley, SSO/OA
R. Fevig, SSO/OA
D. Pellegrino, SSO/AMDPQA
J. Todd, SSO/AMNFSB

NNSA Sandia Site Office Action Plan
For Improving Activity Level Work Planning and Control Process
 DNFSB Recommendation 2004-1 Implementation Plan Commitment #23

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No	Planned Action		Sandia Site Office	Contractor (SNL)
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps and identify corrective actions to eliminate the gaps;	Review: 12/15/06 ¹ CAPs: 1/31/07	D. Dilley	Review: G. Smith, 12870 CAPs: TBD
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement and take appropriate actions.	Review: 12/15/06 CAPs: 1/31/07	D. Dilley	Review: G. Smith, 12870 CAPs: TBD
3a	Institutionalize the Appendix B Criteria, Review, and Approach Documents (CRAD) (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety management and Quality Assurance principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	4/30/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3b	Complete the first assessment using the Appendix B CRAD.	4/30/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3c	Complete the second assessment using the Appendix B CRAD.	7/31/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3d	Determine the remaining assessments to be conducted for the year and develop a schedule for performing the assessments.	8/31/06	D. Dilley	G. Smith, 12870
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	2/28/07 ²	D. Dilley	A. Villareal, 10313
5	Implement routine/periodic management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM-Management on the Floor Interaction with Workers</i> ;	4/30/06	D. Dilley V. Martinez	A. Villareal, 10313
6	Document how the above actions will flowdown to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	12/30/06 ³	D. Dilley	C. Reeder, 10221

¹ A work planning and control self assessment against the 22 elements of work control defined by NNSA/SSO was completed in September 2005 by all SNL organizations that perform work. The assessment identified gaps that are being corrected by the development of the SNL Integrated Work Plan (IWP) process. The IWP process is being tested in 4 organizations, with Labs-wide implementation scheduled to begin in September 2006 followed by a validation assessment to be conducted by September 2007. An assessment against the 40 attributes in the referenced document will be conducted by SNL's independent audit organization on a sample of ~20 SNL facilities/activities. This assessment is planned to be conducted in Q1 of FY07. In addition, SNL has developed and implemented a Corporate, line-led and defined, self assessment process. A self assessment schedule for CY06 has been established and communicated to all Sandians by SNL's executive management. The Work Control self assessment, which will encompass all organizations doing work at SNL, is scheduled for September 2006.

² SNL is revising its ESH Awareness Training, which is annually required for all SNL workers, to include specific guidance on implementing the ISM functions and principles. That revision is to be released in April 06. Training and Qualification of Work Planners will be included in the subsequent revision to the Training which will begin to be developed in Q1 of FY07.

³ SNL currently flows ISM requirements to its contractors. Significant negotiations with SNL's contractors must be conducted before actions 1 through 5 can be placed in SNL's contracts and required of all tiers of subcontractors. The possible impact of this requirement on small, minority-owned, and women-owned business will also need to be assessed in addition to determining the additional costs of this requirement.



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR MANAGER, SAVANNAH RIVER SITE OFFICE

FROM: Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT: APPROVAL OF SITE OFFICE ACTION PLAN FOR
IMPROVING ACTIVITY LEVEL WORK PLANNING AND
CONTROL PROCESSES

We have reviewed the attached Savannah River Site Office (SRSO) Action Plan, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes, Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 2004-1 Commitment 23*, dated February 2, 2006. The action plan is consistent with the direction provided in my January 23, 2006 memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of SRSO and Westinghouse Savannah River Company personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:
J. Paul, NA-2
F. Russo, NA-3.6
E. Blackwood, EH-21
D. Compton, DR-1



United States Government

**National Nuclear Security Administration (NNSA)
Savannah River Site Office (SRSO)**

Memorandum

DATE: **February 2, 2006**

REPLY TO

ATTN OF: SV (McAlhany, 208-8230)

SUBJECT: Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes, Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 2004-1 Commitment 23

TO: Thomas P. D'Agostino, Acting Deputy Administrator for Defense Programs (NA-10), HQ

Your memorandum of January 23, 2006, requested sites to develop a site action plan for improving activity level work planning and control processes. Site Offices were directed to utilize the six actions provided in your memo as the basis of their plans. Attached is the SRSO site action plan for DNFSB 2004-1, Commitment 23.



Richard W. Arkin
Manager

SV:BKM:sy

RA-06-0108

Attachment: SRSO Site Action Plan

cc w/attach:

X. Ascanio, NA-12

R. Kendall, NA-124

D'Agostino

-2-

February 2, 2006

bc w/attach

K. McAlhany, SRSO

SV File Copy, File Code: 1300

ECAT 06-0015

bc w/o attach

SV Reading File

NNSA Savannah River Site Office Action Plan for Improving Activity Level Work Planning and Control Processes DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23				
Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	March 31, 2006	Jody Newell	Charlie Bell
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	March 31, 2006	Jody Newell	Charlie Bell
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 30, 2006	Ron Simpson	Louis McCarty
3b	Complete first assessment using the Appendix B CRAD.	April 30, 2006	Jody Newell	Pete Lapierre
3c	Complete second assessment using the Appendix B CRAD.	July 31, 2006	Kevin Hall	Pete Lapierre
3d	Determine remaining assessments to be conducted for the year and develop schedule for performing the assessments.	August 31, 2006	Karey McAlhany	Pete Lapierre
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	March 31, 2006	Jody Newell	Charlie Bell
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> ;	March 31, 2006	Bruce Wilson	Kirk Morrell
6	Document how the above actions will flowdown to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	March 31, 2006	Jody Newell	Charlie Bell




Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR MANAGER, Y-12 SITE OFFICE

FROM:

Thomas P. D'Agostino
Deputy Administrator
for Defense Programs


f7

SUBJECT:

APPROVAL OF SITE OFFICE ACTION PLAN FOR
IMPROVING ACTIVITY LEVEL WORK PLANNING AND
CONTROL PROCESSES

We have reviewed the attached *Y-12 Site Office Action Plan for Commitment 23 of the 2004-1 Implementation Plan*, dated February 3, 2006. The action plan is consistent with the direction provided in my January 23, 2006 memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of Y-12 Site Office and BWXT Y-12 personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR-1



United States Government

Department of Energy

National Nuclear Security Administration

memorandum

DATE: February 3, 2006

REPLY TO

ATTN OF: Y12-50:Morris

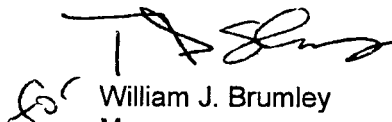
SUBJECT: **Y-12 SITE OFFICE ACTION PLAN FOR COMMITMENT 23 OF THE 2004-1
IMPLEMENTATION PLAN**

TO: Thomas P. D'Agostino, Deputy Administrator for Defense Programs, NA-10, FORS

Reference: January 23, 2006 Memorandum, *Revitalizing integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*

In response to the referenced memorandum, attached for your approval is the required Y-12 Site Office Action Plan. The actions will be tracked in the YSO information system (Pegasus)

For any questions or requests for additional information, please have your staff contact the YSO ISM Champion, Doug Dearolph at 865-241-8398.


William J. Brumley
Manager
Y-12 Site Office

Attachment:
As stated

cc w/attachment:

R. A. Kendall, NA-124, GTN
S. D. Liedle, 9106, MS 8001, BWXT Y-12
D. F. Owen, 9115, MS 8017, DNFSB
T. D. Sherry, Y12-01, YSO
T. B. Olberding, Y12-30, YSO
D. K. Hoag, Y12-40, YSO
J. R. Martin, Y12-10, YSO
K. D. Ivey, Y12-20, YSO
D. J. Dearolph, Y12-50, YSO

Site Action Plan
Activity Level Work planning and Control
Commitment 23 – DNFSB Recommendation 2004-1

DNFSB Recommendation 2004-1 Implementation Plan

Y-12 Site Action Plan

Commitment 23



for

Approved, Manager, Y-12 Site Office

Note: Change Control of this Site Action Plan (SAP) resides with the Y-12 Site Office Manager, with a cc to NA-10

NNSA Y-12 Site Office Action Plan
for Improving Activity Level Work Planning and Control Processes
 DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	April 30, 2006	Ken Guay	Steve Little
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	April 30, 2006	Ken Guay	Steve Little
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 30, 2006	Diane McCarten	Nancy Johnson, David Alger
3b	Complete first assessment using the Appendix B CRAD.	April 30, 2006	Susan Morris	Steve Little, Beverly Ward
3c	Complete second assessment using the Appendix B CRAD.	July 31, 2006	Ken Guay	Steve Little
3d	Determine remaining assessments to be conducted for the year and develop schedule for performing the assessments.	August 31, 2006	Diane McCarten	Nancy Johnson, David Alger
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	October 30, 2006	Ken Guay	Steve Little
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> ;	April 30, 2006	Doug Dearolph	David Alger
6	Document how the above actions will flowdown to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	July 31, 2006	Susan Morris	Sam Easterling